

Tobacco Revenue, Use Spending and Tracking Commission Office of Tobacco Education and Prevention Program (TEPP)

December 14, 2005

United Healthcare of Arizona
3141 North 3rd Avenue
Phoenix, Arizona 85013

MINUTES

Members Present: Matthew Madonna – Chairman
Linda Bailey
Rose Garcia
Dr. Shelly Hall
Dr. Kelly Hsu
Dr. Keith Kaback (telephone)
Dr. Hugh Miller (attempted to telephone)
Dr. Babak Nayeri
Bill Pfeifer
Dana Russell (telephone)
Bertha Sepulveda

Members Absent: Dr. Wil Counts
Benton Davis
Violet Mitchell-Enos
Librado M. Ramirez

ADHS Staff: Patricia Tarango – Office Chief, TEPP
Dilia Loe – Senior Local Projects Manager, TEPP
April Lawless – Senior Health Marketing Manager, TEPP
Meryl Salit – Statewide Program Coordinator, TEPP
Teresa Koehler – Administrative Assistant III, TEPP

Facilitator: Cheryl Austin – Empowering Leaders, LLC

Public Attendees: Marla Jirak - TEPP/University of Arizona
Michele Walsh - TEPP/University of Arizona
Joanne Basta - TEPP/University of Arizona
Donna Beedle - Maricopa County

Call to Order

Mr. Madonna, TRUST Commission Chairperson, called the meeting to order at 10:07 am ... welcome the TRUST members and visitors.

Mr. Madonna: Acknowledged Patricia Tarango, Office Chief of Tobacco Education and Prevention Program and facilitator, Cheryl Austin.

Mr. Madonna: Reviewed agenda items and explained the guidelines, procedure regarding public commentary related to the “Speaker’s Slip”. The public commentary section is limited to five minutes at the end of the meeting and that time is divided up between the number of individuals wishing to speak. The slips are given to Teresa Koehler. Teresa will be the coordinator and timekeeper for the public comment.

Approval of Minutes

Mr. Madonna: Requested a motion to accept the approval of the November meeting minutes. Dr. Nayeri motioned and Linda Bailey seconded. Mr. Madonna asked if there was any discussion or changes to the minutes as distributed. “All those in favor of accepting say I.” All I’s. Minutes for the November meeting are approved.

Chairman’s Report

Mr. Madonna: Addressed members and visitors.

- ▶ Reminded members that the purpose of the meeting was to discuss the Tobacco Education and Prevention Program (TEPP) Strategic Plan.
- ▶ Shared the idea that the strategic plan is basically TEPP’s operating plan for the staff to do their work.
- ▶ Reminded members that Ms. Tarango has given the TRUST the opportunity to participate in the review process and that the commission as a body is an advisory board to provide feedback and to provide input to the plan.
- ▶ Mentioned that Ms. Tarango will take their reactions, input, feedback and will decide what information is helpful to her to put into the next iteration of the plan which she is committed to bring back to the TRUST in January.

Mr. Pfeifer: Asked “How do you see the TEPP strategic plan either similar or different to the comprehensive Chronic Disease plans or the individual sub-plans? A brief discussion between Mr. Madonna, Mr. Pfeifer, and Linda Bailey took place regarding the strategic plan, an operations plan, and/or a comprehensive tobacco control plan.

Mr. Madonna: Introduced Rosa Garcia with Mariposa Community Health Center.

Office Chief's Report

Ms. Tarango: Introduced Cheryl Austin, facilitator for the strategic plan review process.

Ms. Austin: Led the group in a discussion regarding what is success for you from today's meeting.

- ▶ Making an effective change in terms of health care that communicates to our community
- ▶ To clearly define a measurable working document, operating plan
- ▶ For the commission to feel a level of comfort and ownership in what we have helped to create
- ▶ To better understand TEPP's own perspective about how they contribute to tobacco control in the state.
- ▶ Develop an operational plan for TEPP by the end of the day.

Ms. Austin: Proposes to the members that they start with the vision, the mission, and the six goals.

Vision (*new*)

The Arizona Department of Health Services, Office of Tobacco Education and Prevention Program is recognized for de-normalizing tobacco in innovative ways.

Mr. Pfeifer: Questioned whether the plan was a strategic plan or an operational plan.

Mr. Madonna: Stated he would like to move forward working with this document as the strategic plan.

Dr. Nayeri: Agreed in support of Mr. Madonna.

Ms. Austin: Suggested that a list (the Parking Lot list) be created to capture items to be discussed at another time so that the focus of today's meeting would be on the document, the strategic plan.

Parking Lot (get future input from the commission)

1. Suggestions on the process of strategic planning including the involvement of stakeholders.
2. What is the commission's vision, picture of what the final product of a strategic plan.
3. Get recommendations at the end of this meeting on the next steps.

Ms. Austin: Asked for inputs from the commission regarding the vision and the mission for TEPP.

Mr. Madonna: Asked to add a phrase that says ... to have a tobacco-free Arizona.

Dr. Kaback: Agreed

Mr. Pfeifer: Agreed

Ms. Garcia: Agreed

Mr. Russell: Agreed

Ms. Austin: First, asked if there were any other comments regarding the vision and then, asked for comments regarding the mission.

Mission (*existing*)

The Office of Tobacco Education and Prevention Program's mission is to protect and improve the health and quality of life of all Arizonans by de-normalizing tobacco use, reducing tobacco use through prevention and treatment, reducing exposure to environmental tobacco smoke and eliminating tobacco related health disparities.

- ▶ **Mission statement is too wordy, make shorter, clear, concise.**
- ▶ **Add “to provide leadership” to accomplish the vision and key activities.**
- ▶ **Add something about being “culturally sensitive”.**
- ▶ **Add value around culture, inclusiveness, including the stakeholders.**
- ▶ **Add “to reduce tobacco-related death and disease”.**

Ms. Austin: Summarized the key points of the mission.

All members: Agreed

Ms. Austin: Asked members to move to the six goals and asked for comments.

Goals

The Office of Tobacco Education and Prevention Program has six (6) strategic goals. These goals are in concert and model the goals recommended by the Center for Disease Control and Prevention (CDC) for a comprehensive tobacco control program. These goals also support the Arizona Department of Health Services Strategic Plan 2005 – 2009. The goals for the Tobacco Education and Prevention Program are:

1. To promote and protect the health of Arizona's children and adults
2. Decrease initiation of tobacco use among all Arizonan's and youth
3. Promote quitting of tobacco use

4. Reduce all Arizonan's exposure to secondhand smoke
5. Identify and eliminate tobacco related disparities
6. To promote staff development

Ms. Garcia: Suggest that goal number one be removed. It is already mentioned in the mission.

Dr. Kaback: Agreed, goal one is too broad.

Ms. Bailey: Suggest that "over all prevalence" be the number one goal.

Mr. Madonna: Recommends that in the goal statement preceding the list of goals that a statement be added to include prevalence numbers. For example, the goal is to reduce smoking prevalence by 12% in adults and by 10% in youths by 2010. Members discussed the six goals.

Ms. Austin: Reviewed the changes made to goals.

- ▶ Goal 1 is a goal about prevalence; break it in to two groups – adults and youths with prevalence numbers.
- ▶ Goal 2 and 3 are objectives under goal 1.
- ▶ Goal 4 is a goal and should be re-stated to be more measurable. Members agreed that specifically including the unborn child, pregnant women is not necessary.
- ▶ Goal 5 is a goal. Reword goal to recognize parity, as well as disparity and add focus to tobacco control parity; move away from tobacco – health disparities, i.e. reference California tobacco control document. Will need data sets to be built and eventually, this goal should be integrated in to the others.
- ▶ Goal 6 is a goal; goal 6 should read "to strengthen the fundamental structure of the Arizona Tobacco Education and Prevention Program to include staff development, communication activities, media activities, the engagement of stakeholders, and relationship development both internal and external to government, creation of statewide data systems, etc. Notation and agreement was made to clarify that the measure for this goal would be more qualitative than quantitative.
- ▶ Add measurable to goals and objectives.

Break: 12:05 – 12:10 p.m.

Ms. Austin: Reviewed and suggested that the members continue with discussing the measures of the goals, and then circle back to the other areas for additional input, as time allows.

Mr. Pfeifer: Asked, "Are we missing any goals?" Discussion occurred regarding California tobacco control document, plan specifically concerning initiating efforts to regulate the tobacco industry and to increase the price of tobacco products.

Mr. Madonna: Suggested adding regulating the tobacco industry and increasing the price of tobacco products to the parking lot list to discuss later because the scope of those two items are greater than the plan that is currently being discussed.

Ms. Austin: Added two additional items to the parking lot list.

Parking Lot (get future input from the commission)

1. Suggestions on the process of strategic planning including the involvement of stakeholders.
2. What is the commission's vision, picture of what the final product of a strategic plan.
3. Get recommendations at the end of this meeting on the next steps.
4. Ms. Tarango to bring to ADHS TRUST commission input on
 - a. Increase tobacco product pricing
 - b. Initiate efforts to regulate the tobacco industry and the influence
 - c. Possible goal six (6)

Ms. Austin: Asked if the TRUST members were in agreement on the goals.

Members: Agreed

Ms. Austin: Asked the members to provide input on the measures for current goal number 1.

- ▶ No comment on current measures for goal number 1.

Ms. Austin: Asked the members to provide input on the measures for current goal number 2.

- ▶ Look more at the youth survey studies and pulling out a couple of the measures that are really meaningful, as well as for adults.
- ▶ For the cessation numbers, there are a couple of numbers that are not there that are rising to the level of national rates.
 - Quit line (what proportion of smokers within the state have actually received counseling or help from the quit line – goal 16% reach).
 - Quit rate (six - seven month follow up with people who did receive help from the quit line – goal 20%).
- ▶ Re-examine the data to pull out information regarding the Asian population.
- ▶ Concern that there is too much focus on title 1 school(s).
- ▶ Design a tool that measures the sales of tobacco to youths – sting sample studies.
- ▶ Combine those measurements that overlap.

Ms. Austin: Asked the members to provide input on the measures for current goal number 3.

- ▶ Refine measures to have fewer measures with more specificity.
- ▶ More emphasis on cessation programs and other therapies; too much on the quit-line.

Ms. Austin: Asked the members to provide input on the measures for current goal number 4.

- ▶ The work site policy should be broadened to include areas other than worksites.
- ▶ Measure the portion of worksite with voluntary tobacco free policies.
- ▶ Measure worksites that are truly smoke-free.
- ▶ Reduce secondhand smoke exposure to casino workers in the work place.

Ms. Austin: Asked the members to provide input on the measures for current goal number 5.

- ▶ Define what we mean by parity and what we mean by disparity.

Ms. Austin: Asked the members to provide input on the measures for current goal number 6.

- ▶ No comment on current measures for goal number 6. Goal 6 to be re-written.

Ms. Austin: Asked the members to provide input on the objectives or the strategies for the current goal number 1.

- ▶ Goal 1 to be re-written and will become a prevalence goal.

Ms. Austin: Asked the members to provide input on the objectives or the strategies for the current goal number 2.

- ▶ Consolidate objectives 2.3 and 2.5.

Ms. Austin: Asked the members to provide input on the objectives or the strategies for the current goal number 3.

- ▶ More emphasis on cessations: expand 3.1 and 3.4.
- ▶ Consolidate what is around the quitline.
- ▶ Create another objective around a better model for young adults.
- ▶ Include other methods for quitting and not only the quitline.

Ms. Austin: Asked the members to provide input on the objectives or the strategies for the current goal number 4.

- ▶ No comment on current objectives or strategies for goal number 4.

Ms. Austin: Asked the members to provide input on the objectives or the strategies for the current goal number 5.

- ▶ Already covered in previous discussion.

Ms. Austin: Asked the members to provide input on the objectives or the strategies for the current goal number 6.

- ▶ Set aside.

Mr. Madonna: Provided closing comments that included a discussion on the need to drafting a State Tobacco Control plan. Ms. Tarango is committed to bring this next step to the January meeting.

Public Commentary

Mr. Madonna: Asked Ms. Koehler if there are any public comments or questions?

Ms. Koehler: Replied, “No, sir.”

Mr. Madonna – I will accept the **motion to adjourn** at 3:37 pm. Seconded. Motion carried.

The TRUST Commission is a public meeting. In compliance with the State’s open meetings laws, the recorded minutes for the December TRUST Commission meeting are available to the public three working days after the meeting. Please contact the TRUST Coordinator at the Office of Tobacco Education and Prevention Program, 602-364-0824, to make arrangements to hear the recorder minutes.

Patricia Tarango
Office Chief
Office of Tobacco Education and Prevention Program
Arizona Department of Health Services

TEPP Strategic Plan

Fiscal Year 2005-2009

Vision (*new*)

The Arizona Department of Health Services, Office of Tobacco Education and Prevention Program is recognized for de-normalizing tobacco in innovative ways.

Mission (*existing*)

The Office of Tobacco Education and Prevention Program's mission is to protect and improve the health and quality of life of all Arizonans by de-normalizing tobacco use, reducing tobacco use through prevention and treatment, reducing exposure to environmental tobacco smoke and eliminating tobacco related health disparities.

Goals

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1. To promote and protect the health of Arizona's children and adults
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3. Promote quitting of tobacco use
4. Reduce all Arizonan's exposure to secondhand smoke
5. Identify and eliminate tobacco related disparities
6. To promote staff development

Goal 1: To promote and protect the health of Arizona's children and adults.

Objective 1.1:

Improve Arizonans' health outcomes by preventing disease, reducing disability, and increasing access to care.

Strategy: Reduce the incidence and impact of chronic disease and disability.

Measures:

- By December 2005, the Office of Tobacco Education and Prevention Program will have developed a three - year strategic plan with at least one goal to address chronic disease, disability and disparities.

Objective 1.2:

Tobacco Education and Prevention Program will adopt a social marketing model to promote a comprehensive tobacco awareness/health promotion campaign

Strategy: Improve outcomes of health marketing efforts.

Measures:

- By January 2005, establish Department guidelines on social marketing materials and efforts.
- By January 2005, establish a coordinated Department health marketing campaign plan.
- By June 30, 2006 integrate the Tobacco Education and Prevention Program messages into the Department's health marketing campaign plan.
- By June 30, 2006 a comprehensive Social Marketing Plan will be developed and implemented supporting the Tobacco Education and Prevention Program activities.

Objective 1.3:

Education and collaboration with key partners and stakeholders.

Strategy: Educate stakeholders on the impact of tobacco use and the impact on the health status of Arizonans

Measures:

- By June 2005 develop a comprehensive Lung Plan and Asthma Plan
- By December 2005 Lung Plan and Asthma Plan are published and released
- By December 2005, elements of the comprehensive Lung Plan and Asthma Plan are included in the request for proposal that addresses Chronic Disease and Prevention
- By June 2006, at least one objective from the comprehensive Lung Plan and Asthma Plan will be integrated into the annual operational plan for the Tobacco Education and Prevention Program

Objective 1.4:

Accurate information on program is readily available and included in monthly Governor's report; identify opportunities for Director to present on tobacco related topics and the state Tobacco Education and Prevention Program; Program overview and orientation to ADHS Senior Management and TRUST Commission

Strategy: Director is informed on the activities and strategic focus of the Tobacco Education and Prevention Program

Measures:

- Orientation to Director and Executive Team is provided annually
- Presentations provided to Director on social marketing plan and strategies

Objective 1.5:

Annually

- Within Division of PHS, establish program links between ADHS/TEPP and other prevention service offices (Office of Women and Children's Health, Office of Children With Special Healthcare Needs, Office of Chronic Disease Prevention and Nutrition, Office of Oral Health and Office of Health Systems Development)
- Within Division of BHS, establish program links with ADHS/TEPP/PHS
- Partner and collaborate with AHCCCS, DOE, DES and Indian Health Services

Strategy: Strong collaborative partnership with Public Health entities and Behavioral Health entities

Measures:

- Number of joint opportunities/ventures with other Public Health Prevention Programs
- Number of SYNAR meetings, contribution to planning meetings with Behavioral Health Services to address tobacco use among behavioral health service clients
- Identify and coordinate at least one tobacco use related project with AHCCCS, the Arizona Department of Education to address access to tobacco use services.
- Formalize collaborative partnerships with American Cancer Society (ACS), American Lung Association (ALA), American Heart Association (AHA) via memorandum of understanding

Goal # 2: Prevention - Initiation of Tobacco Use Among Youth

Objective 2.1:

Increased knowledge of, improved anti-tobacco attitudes toward, and increased support for policies to reduce youth initiation

Strategy: Develop and implement a social marketing plan for youth statewide; Develop a social marketing (counter marketing) campaign to disseminate anti-tobacco messages and pro-health messages for youth participating in school-based interventions at a targeted title 1 school

Measures:

- Level of confirmed awareness of anti-tobacco media messages
- Level of receptivity to anti-tobacco media messages
- Proportion of the target population (title 1 schools) that can accurately recall a media message

Objective 2.2:

Increased anti-tobacco programs in schools

Strategy: Implement use of CDC “Guidelines for School Health Programs to Prevent Tobacco Use and Addiction” youth intervention curriculum in Title 1 schools in Arizona

Measures:

- Proportion of Title 1 schools or school districts that provide instruction on tobacco-use prevention that meets CDC guidelines
- Proportion of Title 1 schools or school districts that provide tobacco-use prevention education in grades 4-8
- Proportion of Title 1 schools or school districts that provide tobacco-use prevention education in grades 9 – 12
- Proportion of Title 1 schools and school districts that provide program specific training for teachers
- Proportions of Title 1 schools or school districts that assess their tobacco use prevention program at regular intervals
- Proportion of students who participate in tobacco use prevention activities
- Level of reported exposure to school-based tobacco use prevention curricula that meet CDC guidelines

Objective 2.3:

Increased restriction and enforcement of restrictions on tobacco sales to minors

Strategy: Implement an interagency agreement with the Arizona Office of the Attorney General to conduct enforcement inspections among tobacco retailers throughout Arizona

Measures:

- Number of compliance checks conducted by enforcement agencies
- Number of warnings, citations, and fines issued for infractions of public policies against youth access to tobacco products
- Number of public relation opportunities to promote and enhance community awareness about the value and benefit to community of existing laws

Objective 2.4:

Reduce susceptibility to experimentation with tobacco products by youth

Strategy: Develop and implement a social marketing campaign to reinforce benefits of not using tobacco product specific to use

Measures:

- Proportion of youth who are susceptible never-smokers
- Proportion of student who report receiving tobacco prevention education in class

Objective 2.5:

Decreased access to tobacco products

Strategy: Tobacco re-tail awareness and education presentations/campaign

Measures:

- Number of education and awareness presentations delivered to tobacco re-tail
- Proportions of youth reporting that they have received tobacco products from a social source

Goal # 3: Cessation – Promote quitting of Tobacco use among young adults (18 –24 year olds) and adults

Objective 3.1:

Increase use of cessation services

Strategy: Develop and implement a social marketing campaign to promote benefits of cessation and promote use of the Arizona Smoker's Help Line and use of local group cessation programs for young adults and adults

Measures:

- Number of callers to telephone quit-line (ASHline), by age group
- Number of calls to telephone quit-line from users who heard about the quit-line through a media campaign by age group
- Number of calls to telephone quit-line from users who heard about the quit-line through a source other than a media campaign by age group
- Proportion of healthcare systems that promote ASHline quit lines or referral to ASHline
- Proportion of worksites that implement a cessation program or referral to ASHline
- Proportion of smokers who have used a local project or worksite group cessation program

Objective 3.2:

Increased awareness, knowledge, and intention to quit tobacco use, and support for policies that support cessation

Strategy: Provide tobacco users with tools needed to quit successfully

Measures:

- Proportion of the target population that can accurately recall a media message about the dangers of smoking and the benefits of cessation
- Proportion of smokers who intend to quit
- Proportion of smokers who report that they intend to quit smoking using proven cessation methods (NRT, 1:1 counseling, ASHLine, cessation classes or combination)
- Proportion of smokers who are aware of the cessation services available to them
- Proportion of employers who are aware of the benefits or providing worksite tobacco free worksite policy, cessation services and nicotine replacement therapy

Objective 3.3:

Increase the number of health care providers and health care systems following the Public Health Service guidelines

Strategy: Assess the knowledge of AHCCCS and Federally Qualified Health Center health care providers of the Public Health Service (PHS) guidelines and who have fully implemented PHS recommendations

Measures:

- Proportion of adults who have been asked by a health care professional about their smoking status in the last 12 months
- Proportion of smokers who have been advised to quit smoking by a health care professional in the last 12 months
- Proportion of smokers who have had a health care professional actively assist in an attempt to quit smoking (proactive referrals)
- Proportion of health care providers and health care systems that have fully implemented the Public Health Service guidelines “The Clinical Practice Guideline: Treating Tobacco Use and Dependence”
- Proportion of health care systems that have provider reminder system in place

Objective 3.4:

Increased number of quit attempts and quit attempts using proven cessation method

Strategy: Develop and implement social marketing campaign specific for target populations (18 – 24 y/o, racial/ethnic populations and low socio economic status (Latino, Native American, African American, and Asian American) on awareness and benefits of quitting and services available

Measure:

- Proportion of adult smokers who have stopped smoking for a least 1 day in the last 12 months
- Proportion of adult smokers who have made a quit attempt using proven cessation methods in the last 12 months

Objective 3.5:

Increased cessation among young adults (18 –24 year olds) and adults

Strategy: Develop and implement social marketing campaign for target populations to promote cessation classes, ASHLine and other appropriate reminders

Measures:

- Proportion of smokers who have sustained abstinence from tobacco use for 6 months or longer
- Proportions of smokers who made a quit attempt in last 12 months are still quit

Objective 3.6:

Reduced tobacco use prevalence and consumption

Strategy: Health Care Partnership

Measures:

- Smoking prevalence
- Prevalence of tobacco use during pregnancy

Goal # 4: Second Hand Smoke – Reduce all Arizonan’s exposure to secondhand smoke.

Objective 4.1:

Increase knowledge of, improved attitudes toward, and increased support for the creation of active enforcement of tobacco free policies

Strategy: Develop and implement social marketing campaign specific to second hand smoke

Measures:

- Level of confirmed awareness of social marketing messaging on the dangers of secondhand smoke
- Proportion of the population that thinks secondhand smoke is harmful to children and pregnant women
- Attitudes of smokers and nonsmokers about the acceptability of exposing others to secondhand smoke
- Proportion of the population that thinks secondhand smoke is harmful

Objective 4.2:

Implementation of tobacco free worksite policies

Strategy: AzHealthLinks will promote awareness and knowledge of benefits of implementing a tobacco free worksite among employers and employees

Measures:

- Proportion of worksites with voluntary tobacco free policies
- Level of support for creating tobacco free policies in workplaces

Goal # 5: Health Disparities –Identify disparities in tobacco initiation, use and exposure to secondhand smoke.

Objective 5.1:

Incorporate use of National Standards for Culturally and Linguistically Appropriate Services (CLAS) in health care to the Arizona Tobacco Education and Prevention Program requirements

Strategy: Develop training for TEPP staff and TEPP contractors on understanding and utilization of National CLAS Standards.

Measures:

- Number of trainings provided on CLAS
- Number of CLAS standards integrated into contractors work-plans

Objective 5.2:

Develop tobacco message based on tobacco related disease disparities among Arizona population

Strategy: Conduct a series of focus groups (8) and informal interviews with clients, to determine the appropriateness of the information.

Measures:

- Identify the population at risk by analyzing the adult tobacco survey, youth tobacco survey, behavioral risk factor survey, youth risk behavior survey and disease specific information.
- Measure gaps between populations and messages
- Identify under-served populations
- Develop of new programs (messages) for under-served populations.

Objective 5.3:

Identify tobacco related morbidity and mortality rates through secondary data analysis

Strategy: Analyze hospitalizations, emergency room, cancer registry and death information

Measures:

- Secondary data analysis is completed on an annual basis
- Findings are published in biannual report and integrated into future year program work plans

Goal 6: Promote staff development.

Objective 6.1: Increase TEPP staff knowledge, skills and experience in tobacco control or public health.

Strategy: Provide specific training on interpretation of data, implementation of data/reports and data collection specific to tobacco control, tobacco related disease and public health methodologies.

Measures:

- Number of trainings provides
- By June 2006, develop at least one program improvement activity utilizing new training/data concepts

Objective 6.2: Establish Epidemiology, Data and Surveillance Unit within the Tobacco Education and Prevention Program

Measures:

By January 2006, expanded expertise in tobacco control or public health fields (Health Educator, Epidemiologist, Statistician)

Objective 6.3:

Educate ADHS of TEPP comprehensive services during FY '06:

- Presentations to ADHS programs
- Collaboration with ADHS programs (resource sharing)
- Open house hosted by TEPP

Measurements:

- Frequency/Number of presentations to key personnel
- Increase in resources collaborations

Objective 6.4:

Improve planning process during FY '06:

- Cultivate internal communications
- Educate/develop staff planning skills

Measurements:

Completion / implementation of projects in a timely manner. Number of classes and trainings.